

## ERIC A. GREENLEAF

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### EDUCATION

Ph.D., Marketing - Columbia University Graduate School of Business, 1986

M.B.A., Columbia University Graduate School of Business, 1981

B.S., University of New Hampshire, 1977

Major in Town Planning and Design

### ACADEMIC POSITIONS

Professor of Marketing, Leonard N. Stern School of Business, New York University, 2008 to present.

Associate Professor of Marketing, Leonard N. Stern School of Business, New York University, 1995 -2008.

Visiting Scholar, Columbia Graduate School of Business, New York, Spring 2004.

Visiting Scholar, Haas School of Business, Berkeley, CA, Summer and Fall 2000.

Visiting Associate Professor of Marketing, Wharton School, University of Pennsylvania, Fall 1996.

Assistant Professor of Marketing, Leonard N. Stern School of Business, New York University, 1988 to 1995.

Visiting Assistant Professor of Marketing, Columbia University Graduate School of Business, 1992-93.

Assistant Professor of Marketing, Yale School of Organization and Management, 1985-88.

### HONORS, AWARDS, and GRANTS

B.S. degree granted Summa Cum Laude

Phi Beta Kappa Honor Society

Beta Gamma Sigma Honor Society

Marketing Science Institute Behavioral Pricing Competition Grant (\$7000) for "Divide and Prosper: Consumers' Reactions to Partitioned Prices," with Vicki G. Morwitz and Eric J. Johnson, 1994.

Nominated for 1998 Paul E. Green Award for the *Journal of Marketing Research* article that shows or demonstrates the most potential to contribute significantly to the practice of marketing research and research in marketing.

Co-investigator on \$1.1 million grant from the National Institute of Health, National Institute on Drug Abuse, "The Neural Correlates of Effective Drug Prevention Messages," #1 R21 DA024423-01, 2009-

2011, with David Heeger (principal investigator, NYU Department of Psychology and Center for Neural Science), Uri Hasson (Princeton University), Geeta Menon (Stern School, NYU), Tom Meyvis (Stern School, NYU) and Vicki Morwitz (Stern School, NYU), 2009.  
Journal of Consumer Psychology, Best Reviewer Award, 2016

## **RESEARCH INTERESTS**

Pricing Strategy and Consumer Reactions to Prices  
Auction Strategies and Auction Decision Making  
Neural Studies of Consumer Behavior and Engagement  
Consumer Reactions to Aesthetic Phenomena  
Response and Context Effects in Survey Data  
Delay in Consumer Decision Making

## **TEACHING INTERESTS**

Introductory Marketing Course (core graduate and undergraduate courses)  
Marketing Research  
Pricing (graduate course and doctoral seminar)  
New Product Development  
Context and Response Effects in Survey Research (doctoral seminar)

## **RESEARCH**

### **Papers in refereed publications:**

Ducarroz, Caroline, Sha Yang, and Eric A. Greenleaf (2016), "Understanding the Effect of In-Process Promotions: An Application to Online Auctions," *Journal of Marketing*, 80 (2, March), 80-100.

Greenleaf, Eric A., Eric J. Johnson, Vicki G. Morwitz, and Edith Shalev (2016), "The Price Does Not Include Additional Taxes, Fees, and Surcharges: A Review of Research on Partitioned Pricing," *Journal of Consumer Psychology*, 26 (1), 105-124.

Cerf, Moran, Eric A. Greenleaf, Tom Meyvis, and Vicki G. Morwitz (2015), "Using Single-Neuron Recording in Marketing: Opportunities, Challenges, and an Application to Fear Enhancement in Communications," *Journal of Marketing Research*, 52 (4, August), 530-545.

Haruvy, Ernan, Peter T. L. Popkowski Leszczyc, Octavian Carare, James C. Cox, Eric A. Greenleaf, Wolfgang Jank, Sandy Jap, Young-Hoon Park, and Michael H. Rothkopf (2008), "Competition Between Auctions," *Marketing Letters*, 19 (3 - 4) 431-48.

Raghubir, Priya and Eric A. Greenleaf (2006), "Ratios in Proportion: What Should the Shape of the Package Be?," *Journal of Marketing*, 70 (April), 95-107.

Cheema, Amar Cheema, Peter T. L. Popkowski Leszczyc, Rajesh Bagchi, Richard P. Bagozzi, James C. Cox, Utpal M. Dholakia, Eric A. Greenleaf, Amit Pazgal, Michael H. Rothkopf, Michael Shen, Shyam Sunder, and Robert Zeithammer, (2005), "Economics, Psychology, and Social Dynamics of Consumer Bidding in Auctions," *Marketing Letters*, Vol.16, no. 3-4, 401-13.

Greenleaf, Eric A. (2004), "Reserves, Regret, and Rejoicing in Open English Auctions," *Journal of Consumer Research*, 31 (2, Sept.), 264-273.

Greenleaf, Eric A., Jun Ma, Wanhua Qiu, Ambar G. Rao, Atanu R. Sinha "Note on Guarantees in Auctions: The Auction House as Negotiator and Managerial Decision Maker," (2002) *Management Science*, 48 (Dec.), 1640-44.

Chakravarti, Dipankar, Eric A. Greenleaf, Atanu R. Sinha, Amar Cheema, James C. Cox, Daniel Friedman, Teck H. Ho, R. Mark Isaac, Andrew A. Mitchell, Amnon Rapoport, Michael H. Rothkopf, Joydeep Srivastava, Rami Zwick (2002), "Auctions: Research Opportunities in Marketing," *Marketing Letters*, 13 (August), 281-96.

Sinha, Atanu R., and Eric A. Greenleaf (2000) "The Impact of Discrete Bidding and Bidder Aggressiveness on Sellers' Strategies in Open English Auctions: Reserves and Covert Shilling," *Marketing Science*, 19 (Summer), 244-65.

Morwitz, Vicki G., Eric A. Greenleaf, and Eric J. Johnson (1998) "Divide and Prosper: Consumers' Reactions to Partitioned Prices," *Journal of Marketing Research*, 35 (Nov.), 453-63.  
This paper was nominated for the Paul E. Green Award for the *Journal of Marketing Research* article published in 1998 that shows or demonstrates the most potential to contribute significantly to the practice of marketing research and research in marketing. The proposal for this research was one of two grant winners in the 1994 MSI Pricing Strategy Competition.

Kahn, Barbara E., Eric A. Greenleaf, Julie R. Irwin, Alice M. Isen, Irwin P. Levin, Mary Frances Luce, Manuel C. F. Pontes, James Shanteau, Marc Vanhuele, and Mark J. Young (1997) "Medical Decision Making," *Marketing Letters*, 8 (July), 361-75.

Greenleaf, Eric A. and Atanu R. Sinha (1996), "Combining Buy-In Penalties with Commissions at Auction Houses," *Management Science*, 42 (April), 529-40.

Greenleaf, Eric A. and Donald R. Lehmann (1995), "A Typology of Reasons for Substantial Delay in Consumer Decision Making," *Journal of Consumer Research*, 22 (September), 186-99.

Greenleaf, Eric A. (1995), "The Impact of Reference Price Effects on the Profitability of Price Promotions," *Marketing Science*, 14 (Winter), 82-104.

Greenleaf, Eric A., Ambar G. Rao, and Atanu R. Sinha (1993), "Guarantees in Auctions: The Auction House as Negotiator and Managerial Decision Maker," *Management Science*, 39 (Sept.), 1130-1145.

Greenleaf, Eric A. (1992), "Measuring Extreme Response Style," *Public Opinion Quarterly*, 56 (Fall), 328-51.

Greenleaf, Eric A. (1992), "Improving Rating Scale Measures by Detecting and Correcting Bias Components in Some Response Styles," *Journal of Marketing Research*, 29 (May), 176-88.

Schindler, Robert M., Morris B. Holbrook, and Eric A. Greenleaf (1989), "Using Connoisseurs to Predict Mass Tastes," *Marketing Letters*, 1 (December) 47-54.

Holbrook, Morris, Eric A. Greenleaf, and Robert M. Schindler (1986), "A Dynamic Spatial Analysis of Changes in Aesthetic Responses," *Empirical Studies of the Arts*, 4 (1), 47-61.

Holbrook, Morris B., Robert W. Chestnut, Terence A. Oliva, and Eric A. Greenleaf (1984), "Play As A Consumption Experience: The Roles of Emotions, Performance, and Personality in the Enjoyment of Games," *Journal of Consumer Research*, 11 (Sept.), 728-39.

#### **Papers in refereed conference proceedings:**

Greenleaf, Eric A., and Donald R. Lehmann (1990), "Causes of Delay in Consumer Decision Making: An Exploratory Study," in *Advances in Consumer Research*, Vol. XVIII, Rebecca Holman and Michael Solomon, eds., 470-5.

### **Book chapters:**

Greenleaf, Eric A., (2009) "Does Everything Look Worse in Black and White? The Role of Monochrome Images in Consumer Behavior," in Aradhna Krishna, (ed.), *Sensory Marketing: Research on the Sensuality of Products*, Psychology Press / Routledge, New York and London, 241 – 258.

Greenleaf, Eric A. (2008) "Extreme Response Style," entry for *Sage Encyclopedia of Survey Research Methods*, Paul J. Lavrakas, ed.

Greenleaf, Eric A. and Priya Raghuram, (2007) "Geometry in the Marketplace," in Michel Wedel and Rik Pieters (eds.), *Visual Marketing: From Attention to Action*, Lawrence Erlbaum Associates, 113-142.

### **Articles under review:**

Eric A. Greenleaf and In Hye Kang, "The Impact of Earning Individual-Level Consumer Surplus on Future Willingness-to-Pay and Consumer Behavior"

### **Research in progress:**

Cerf, Moran, Eric Greenleaf, Uri Hasson, David Heeger, Geeta Menon, Tom Meyvis, Vicki Morwitz, and Mor Regev, "Visual Distraction as a Measure of Engagement in Moving Images."

Emotional reactions and emotional control for consumer messages and moving images, using single-neuron measurement (with Moran Cerf, Geeta Menon, Tom Meyvis, Vicki Morwitz, and Mor Regev).

"The Impact of 'Early Decision' College Admissions on Students' Decision-Making and Welfare"

### **PRESENTATIONS AT CONFERENCES AND SEMINARS**

"The Impact of Individual-Level Consumer Surplus on Subsequent Willingness-to-Pay and Consumer Behavior: An Example from Online Auctions," presented at the School of Economics and Business Administration, Vrije Universiteit Amsterdam, Nov. 30, 2016.

"The Impact of Individual-Level Consumer Surplus on Subsequent Willingness-to-Pay and Consumer Behavior: An Example from Online Auctions," presented at Queensland University of Technology Business School, Brisbane, Australia, August 2, 2016.

"The Impact of Individual-Level Consumer Surplus on Subsequent Willingness-to-Pay and Consumer Behavior: An Example from Online Auctions," presented at Global Center for Big Data in Mobile Analytics, Fox School of Business, Temple University, Philadelphia, Jan. 15, 2016.

"Visual Distraction as a Measure of Engagement in Moving Images," presented at Marketing Science Conference, Atlanta, June 11-14, 2014. Please note that after I signed up to give this talk, I was not able to attend, due scheduling conflict with my teaching, and that the presentation was given instead by Prof. Moran Cerf of the Kellogg School at Northwestern, one of my coauthors.

"Art and the Global Marketplace: The Impact of Perceived Market Authenticity," Discussant presentation at Art, Minds and Markets Conference, Yale School of Management, March 27-29, 2014.

"The Impact of Individual-Level Consumer Surplus on Subsequent Willingness-to-Pay and Consumer Behavior: An Example from Online Auctions," presented at Rotterdam School of Management, Erasmus University, Rotterdam, Jan. 31, 2014.

"Single Neuron Analysis of the Human Brain: What Can it Tell Us About Consumer Behavior? A Marketing Professor's Perspective," presented at Consumer Neuroscience Symposium, Lausanne, Switzerland, Sept. 26, 2013.

"The Impact of Individual-Level Consumer Surplus on Subsequent Willingness-to-Pay and Consumer Behavior: An Example from Online Auctions," presented at Marketing Science Conference, Istanbul, July 12, 2013.

"Single Neuron Research – Potential Applications for Marketing," presented at Sheth/AMA Doctoral Consortium, University of Michigan, Ann Arbor, June 6 – 9, 2013.

"The Impact of Individual-Level Consumer Surplus on Subsequent Willingness-to-Pay and Consumer Behavior: An Example from Online Auctions," presented at Vienna University of Economics and Business, May 6, 2013.

"The Impact of Individual-Level Consumer Surplus on Subsequent Willingness-to-Pay and Consumer Behavior: An Example from Online Auctions," presented at University of California, Los Angeles Marketing Camp, May 3, 2013.

"Not all that Glitters is Golden: The impact of Procedural Fairness Perceptions on Consumer Satisfaction with Favorable Outcomes." (with Pragya Mathur, Veronika Ilyuk, and Neela Saldanha, second annual Positive Marketing Conference at Fordham University, Jan. 16, 2013 (originally scheduled for Nov. 2, 2012, but rescheduled due to tropical storm Sandy).

"Direct Recording of Neuronal Activity from Human Brains: Underlying Mechanisms of Emotion Regulation," with Moran Cerf, Geeta Menon, Tom Meyvis, Mor Regev, and Vicki Morwitz, the Society for Consumer Psychology International Conference, NYU La Pietra Conference Center, Florence, Italy, June 29-July 1, 2012.

"Direct Recording of Neuronal Activity from Human Brains: Underlying Mechanisms of Emotion Regulation," with Moran Cerf, Geeta Menon, Tom Meyvis, Mor Regev, and Vicki Morwitz, Marketing Science Conference, Boston University, June 7 - 9, 2012.

"When Brands Go Wrong: The Impact of Procedural and Outcome Fairness on Brand Attitudes," (with Pragya Mathur and Neela Saldanha), Association for Consumer Research Conference, Oct. 22-25, 2009, Pittsburgh, PA.

"The Impact of In-Auction Marketing Messages," (with Caroline Ducarroz and Sha Yang), Marketing Science Conference, University of Michigan, Ann Arbor, June 4, 2009.

"The Impact of In-Auction Marketing Messages," (with Caroline Ducarroz and Sha Yang), INFORMS Conference, Washington, D.C., October 15, 2008.

"Does Everything Look Worse in Black and White? The Role of Monochrome Images in Consumer Behavior," Sensory Marketing Conference, Ross School, University of Michigan, June 19 - 21, 2008.

"The Impact of In-Auction Marketing Messages," (with Caroline Ducarroz and Sha Yang), Marketing in Israel Conference, Herzliya, Jerusalem, and Tel Aviv, Dec. 30, 2007 – Jan. 1, 2008.

"The Impact of Anticipated Regret on Optimal Seller Strategies in Auctions," (with Yuxin Chen), presented at Les Facultés Universitaires Catholiques de Mons, Mons, Belgium, October 18, 2007

"Competition in Auctions: What do We Find in the Marketplace? Implications for a Research Agenda."

Triennial Choice Conference, The Wharton School, Philadelphia, PA, June 13 - 17, 2007.

"The Impact of In-Auction Marketing Messages," (with Caroline Ducarroz and Sha Yang), University of Illinois Pricing Camp, May 24-27, 2007.

"The Impact of In-Auction Marketing Messages," (with Caroline Ducarroz and Sha Yang), DIMACS Workshop on Auctions with Transactions Costs, Center for Discrete Mathematics and Theoretical Computer Science, Rutgers University, March 22-23, 2007.

"Geometry in the Marketplace," (with Priya Raghurir) presented at the Society for Consumer Psychology Conference, Las Vegas, Feb. 23, 2007.

"The Impact of Anticipated Regret on Optimal Seller Strategies in Auctions," (with Yuxin Chen) presented at London Business School, June 27, 2005.

"The Impact of Anticipated Regret on Optimal Seller Strategies in Auctions," (with Yuxin Chen) presented at the Marketing Science Conference, Goizueta Business School, Emory University, Atlanta, June 16-18, 2005.

"Does Who Asks Whom for Help Matter? Factors that Affect Satisfaction in Web and Retail Shopping Environments," (with Vicki Morwitz and Russell Winer), poster session at American Marketing Association Advanced Research Techniques Forum, Coeur d'Alene, Idaho, June 12-15, 2005.

"Ratios in Proportion: Consumer Preferences for Rectangular Products and Packages" (with Priya Raghurir), presented at the IC1 Conference on Visual Marketing, Stephen M. Ross School of Business, University of Michigan, June 3-4, 2005.

"The Impact of Anticipated Regret on Optimal Seller Strategies in Auctions," (with Yuxin Chen) presented at the University of Minnesota, May 6, 2005.

"The Impact of Anticipated Regret on Optimal Seller Strategies in Auctions," (with Yuxin Chen) presented at the University of Illinois at Urbana-Champaign, Stellner Speaker Series, November 12, 2004.

"How People Behave in Auctions: Theory, Practice, and Strange Twists," presented to Chicago Chapter of the American Statistical Association, October 26, 2004.

"Why do People Attend Auctions?: The Economics, Psychology, and Social Dynamics of Consumer Bidding in Auctions," 6th Triennial Choice Conference, Estes Park, Colorado, June 5, 2004.

"Does Who Asks Whom for Help Matter? Factors that Affect Satisfaction in Web and Retail Shopping Environments," (with Vicki Morwitz and Russell Winer), Katholieke Universiteit Leuven, May 5, 2004.

"Is Information Transparency Good?: The Impact of Information on Past Auction Results on Auction Sellers," (with Teck-Hua Ho and Vishal Narayan) INSEAD Speaker Series, April 27, 2004.

"Does Who Asks Whom for Help Matter? Factors that Affect Satisfaction in Web and Retail Shopping Environments," (with Vicki Morwitz and Russell Winer), Marketing Department Speaker Series, Tilburg University, March 30, 2004.

Doctoral Tutorial on Auctions, Tilburg University, March 29, 2004.

"Is Information Transparency Good?: The Impact of Information on Past Auction Results on Auction Sellers," (with Teck-Hua Ho and Vishal Narayan) Columbia University Marketing Speaker Series, March 25, 2004.

"Reserves, Regret, and Rejoicing in Open English Auctions," University of Florida, Marketing Dept. Research Retreat, Gainesville, March 13, 2004.

"Reserves, Regret, and Rejoicing in Open English Auctions," Association for Consumer Research Conference, Toronto, October 9 -12, 2003.

"Does Who Asks Whom for Help Matter?: Factors that Affect Consumer Satisfaction in Web and Retail Shopping Environments," with Vicki Morwitz and Russell Winer, Marketing Science Conference, University of Maryland, College Park, Maryland, June 12 – 15, 2003.

"Bidders' Satisfaction and Valuation for Different Auction Formats: The Impact of Attribution, Regret, and Perceived Risk" with Joydeep Srivastava and Vishal Narayan, Association for Consumer Research Conference, Atlanta, GA, Oct. 17-20, 2002.

"Reserves, Regret, and Rejoicing: An Experimental Study of Sellers' Decision- Making Biases in Open English Auctions." European ACR Conference, Berlin, Germany, June 19-22, 2001.

"Reserves, Regret, and Rejoicing: An Experimental Study of Sellers' Decision- Making Biases in Open English Auctions." Columbia-NYU-Wharton-Yale joint Marketing Colloquium, May 4, 2001.

"Reserves, Regret, and Rejoicing: An Experimental Study of Sellers' Decision- Making Biases in Open English Auctions," presented at the University of Michigan, March 23, 2001.

"Reserves, Regret, and Rejoicing: An Experimental Study of Sellers' Decision- Making Biases in Open English Auctions." The Haas School of Business, University of California at Berkeley, October 26, 2000.

"Valuing and Attracting Auction Bidders and Sellers: Optimal Strategies for Sellers and Auction Houses in Traditional and Internet Auctions" with Atanu Sinha, Marketing Science Conference, Los Angeles, CA, June 22-25, 2000.

"The Impact of Discrete Bidding and Bidder Aggressiveness on Sellers' Strategies in Open English Auctions: Reserves and Covert Shilling," (joint work with Atanu Sinha), London Business School, March 17, 2000.

"The Fault is Not in Our Scale, but in Ourselves: How Response Styles Weaken Correlations from Rating Scale Surveys," with Barbara Bickart and Eric Yorkston, Fall INFORMS Conference, Philadelphia, PA, Nov. 7-10, 1999.

"How Response Styles Weaken Correlations from Rating Scale Surveys," with Barbara Bickart and Eric Yorkston, European ACR Conference, Jouy-en-Josas, France, June 24-26, 1999.

"Reserves, Regret, and Rejoicing in Open English Auctions: An Experimental Study," Marketing Science Conference, Syracuse University, Syracuse, NY May 20-23, 1999.

"Information Biases When Sellers Set Reserves in Independent Private Value Auctions: An Experimental Study," Conference of Institute for Operations Research and Management Sciences, Seattle, WA, Oct. 25-28, 1998.

"The Impact of Discrete Bidding on Sellers' Strategies in Open English Auctions: Reserves and Covert Shilling," with Atanu Sinha, Conference of Institute for Operations Research and Management Sciences, Seattle, WA, Oct. 25-28, 1998.

"How Response Styles Attenuate Correlations in Rating Scale Data," with Barbara Bickart and Geeta

Menon, American Marketing Association Educators' Conference, Boston, MA, August, 1998.

"Customer Satisfaction with Both Product and Decision," with Gavan Fitzsimons and Donald Lehmann, Marketing Science Conference, Berkeley, CA, March 21-24, 1997.

"Antecedents and Consequences of Choice Processes in Medical Decision Making," Third International Triennial Choice Symposium, Arden House, Harriman, NY, June 14-17, 1996.

"Shilling and Reserves in Continuous and Discrete Bid Auctions," with Atanu Sinha, Marketing Science Conference, Gainesville, FL, March 1996.

"The Effects of Dispersion on Survey Responses and Data Analysis," with Barbara Bickart and Geeta Menon, Marketing Science Conference, Gainesville, FL, March 1996.

"Divide and Prosper: When Breaking Up is Good to Do (Or Why Firms Divide Prices Instead of Charging a Single Price)," with Vicki Morwitz and Eric Johnson, Marketing Science Conference, Gainesville, FL, March 1996.

"Divide and Prosper: When Breaking Up is Good to Do( Or Why Firms Divide Prices Instead of Charging a Single Price)," with Vicki Morwitz and Eric Johnson, Association for Consumer Research Conference, Minneapolis, October 1995.

"Divide and Prosper: Why Firms Divide Prices Instead of Charging a Single Price," with Vicki Morwitz and Eric Johnson, Marketing Science Institute Conference on Behavioral Topics in Pricing, Boston, April 1995.

"Setting Reserves in Independent Private Value Auctions: An Experimental Study," INFORMS Conference, Los Angeles, April 1995.

"Buy-In Penalties in Auctions: An Explanation and Normative Analysis of this Auction House Practice," with Atanu R. Sinha, INFORMS Conference, Los Angeles, April 1995.

"The Impact of Delay Reasons and Delay Time on Consumer Satisfaction," with Donald Lehmann, Association for Consumer Research Conference, Boston, October 1994.

"Setting Reserves in Independent Private Value Auctions: An Experimental Study," Association for Consumer Research Conference, Boston, October 1994.

"The Use of Buy-in Penalties in Auctions: An Explanation and Normative Analysis," with Atanu R. Sinha, Marketing Science Institute Special Conference on Pricing Strategy, Boston, April 1994.

"The Impact of 'Buy-ins' on How Sellers Set Auction Reserves: An Experimental Study," Marketing Science Conference, Tucson, Arizona, March 1994.

"The Impact of Elapsed Time and Decision Time on Consumer Satisfaction," with Donald Lehmann, AMA Summer Educators' Conference, Boston, August 1993.

"Carryover Effects and the Funnel Approach in Marketing Surveys, and Their Effect on Multi-Attribute Attitude Models," with Barbara Bickart and Geeta Menon, Meeting of the American Association for Public Opinion Research, Chicago, May 1993.

"Using Household Level Models to Identify Segments and Forecast Segment Response: An Application to Price Segments," with Henry Assael and Richard Colombo, Marketing Science Conference, St. Louis, March 1993.



"Setting Reserves in Commission Auctions: Using Side Payments to Make the Auction House and Seller Better Off," with Atanu Sinha, Marketing Science Conference, St. Louis, March 1993.

"Delay and Delay Closure in Consumer Decision Making," with Donald R. Lehmann, Marketing Science Conference, London, July 1992, and Association for Consumer Research Conference, Vancouver, October 1992.

"Guarantees in Art Auctions: The Auctioneer as Managerial Decision Maker," with Ambar Rao and Atanu Sinha, Marketing Science Conference, Wilmington, Del., March 1991.

"Delay in Consumer Decision Making," with Donald Lehmann, Association for Consumer Research Conference, New York, October 1990.

"Estimating Price Elasticities at the Household Level," with Richard Colombo and Henry Assael, Marketing Science Conference, Champaign, Ill., March 1990.

"Measuring and Interpreting Extreme Response Style," TIMS-ORSA Conference, Denver, October 1988.

"Optimal Frequency, Duration, and Price Cut for Price Promotions," Marketing Science Conference, Jouy-en-Josas, France, June 1987.

"Unobservable Errors in Research Results," TIMS-ORSA Conference, Miami Beach, October 1986.

"An Eigenvalue Method for Predicting Choice," with Joel Steckel and Robert Stinerock, Marketing Science Conference, Dallas, March 1986.

"A Model of Response Process for Categorical Rating Scales," TIMS-ORSA Conference, Atlanta, November 1985.

## **TEACHING EXPERIENCE**

### **Graduate**

Introductory (core) Marketing - New York University; The Wharton School; Yale School of Management  
Marketing Research - Columbia University; Yale School of Management  
New Product Development - Columbia University  
Pricing Strategies - Columbia University  
Applied Marketing Projects (supervised student projects for organizations in Northeast U.S.) - Yale School of Management

### **Undergraduate**

Introduction to Marketing (core course) - Stern School, New York University  
Business Essentials for Non-Business Students (Marketing module) – Stern School, New York University

### **Doctoral**

Seminar on Pricing Research – Stern School, New York University  
Seminar on Response and Context Effects in Survey Research - Stern School, New York University;  
Columbia University

## **Executive Education Degree Programs**

Stern / Lehman MBA Alliance, an MBA degree program taught by Stern faculty for selected employees of Lehman Brothers – taught core Marketing course.

## **Additional Programs**

Stern Advantage Program, a non-degree program for undergraduates and recent college graduates interested in acquiring business skills – taught Marketing module (with Prof. Vicki Morwitz).

Institute for Museum Management Professionals from Emerging Economies, held by the Program in Museum Studies of the NYU Graduate School of Arts and Sciences. Developed and taught a one-day session on "Effective Marketing on a Modest Budget." Attendees came from Armenia, Cambodia, China, Croatia, Georgia, Laos, Macedonia, Mongolia, Poland, Romania, Russia, Slovakia, and Vietnam.

## **DOCTORAL STUDENTS:**

Dawn Perner, Dissertation Committee, 2013

Caroline Ducarroz (Les Facultés Universitaires Catholiques de Mons, Belgium) Dissertation Committee 2007

Michael Shen (University of Alberta) Outside Examiner for Thesis Defense Committee, 2006

Sucharita Chandran, Comprehensive Exam, Proposal Defense, and Thesis Defense Committees, 2000, 2001, and 2003

Jennifer Ames Stuart (Columbia) Thesis Defense Committee 2003

Lance Erickson, Proposal and Thesis Defense Committees, 2001 and 2002

Sri Devi Deepak (Columbia), Proposal and Thesis Defense Committees, 2000 and 2003

Nikki Lee, Comprehensive Exam Committee, 2001

Eric Yorkston, Comprehensive Exam, Proposal, and Thesis Defense Committees, 1997, 1999 and 2000

Jack Lee, Proposal Defense Committee, 1995, Thesis Defense Committee 1995-7

Hooman Estelami, Thesis Committee (Columbia), 1995-6

Alok Gupta, Faculty Adviser, 1993-95

Amy Handlin, Dissertation Committee, 1990-91

Amy Handlin, Comprehensive Exam Committee, 1990

Denver D'Rozario, Proposal Defense, 1989

Faculty sponsor and adviser for Caroline Ducarroz, PhD student at Les Facultés Universitaires Catholiques de Mons, Belgium (FUCaM), during her year spent in the US as a result of winning a doctoral competition held by the Intercollegiate Center for Management Science (ICM) in Belgium, 2005-06, which pays for recipients to spend a year abroad working with a professor that they choose. Ms. Ducarroz's thesis was also awarded the Best PhD Thesis Award in the 4th International Thesis Award Competition in Direct Marketing, Distance Selling, and E-Commerce, sponsored by ESC Lille (The Lille School of Management) and the French La Poste Group (formerly the French Post Office).

## **MASTER'S THESIS COMMITTEES:**

Maureen McGovern, Gallatin Division, New York University 1991-93

## **PROFESSIONAL SERVICE**

### **Service to the Field:**

### **Reviewing**

Editorial Boards:

*Journal of Consumer Psychology*

*Journal of Marketing Research*

*Marketing Letters*

*Marketing Science* – 2002 – 2010, also *Guest Area Editor on nine papers since 2005*

*Journal of Consumer Research* – 2002-2005

*Also a judge for 2003 Robert Ferber Award, awarded to the best article published in JCR based on a doctoral dissertation (with Profs. Joe Alba and John Sherry)*

*Journal of Product and Brand Management* 2005 - 10

Reviewer for:

*American Economic Review*

*American Journal of Political Science*

*European Journal of Marketing*

*European Journal of Operational Research*

*International Journal of Research in Marketing*

*Journal of Consumer Psychology*

*Journal of Interactive Marketing*

*Journal of Marketing*

*Journal of Marketing Research*

*Journal of Product and Brand Management*

*Journal of Retailing*

*Journal of Retailing and Consumer Services*

*Management Science*

*Marketing Science*

*Multivariate Behavioral Research*

*Public Opinion Quarterly*

*Sociological Methods & Research*

European Marketing Academy Conference, 2016, 2017

Society of Consumer Psychology Annual Winter Conference 2013

European Association for Consumer Research Conference, 2013

Association for Consumer Research Annual Conference, Competitive papers, 2013, 2014, 2016

Society for Consumer Psychology Dissertation Proposal Competition, 2012

Society for Consumer Psychology European Conference, 2012

Program Committee for Association for Consumer Research Conference, 1995, 1997, 2003, 2004, 2006

Program Committee for Association for Consumer Research European Conference, 2007

Program Committee for Society for Consumer Psychology International Conference, Florence, 2012

Competitive Papers for Association for Consumer Research Annual Conference

AMA Winter Educators' Conference

John A. Howard American Marketing Association Doctoral Dissertation Competition

Fordham Pricing Conference

Marketing Science Institute Alden G. Clayton Dissertation Proposal Competition 2012, 2014

National Science Foundation

Marketing Science Institute grant competitions

Pennsylvania State University eBusiness Research Center, e-Business Doctoral Competition

Levy & Weitz Dissertation Competition, University of Florida

Social Sciences and Humanities Research Council of Canada

Helped to organize and find financial support for a conference at Stern on "Single Neuron Studies of the Human Brain," the first comprehensive conference on this cutting-edge method in neural science. The primary credit for creating and organizing the conference goes to Moran Cerf, a post-doc at Stern, along with Gabriel Kreiman of Harvard and Ueli Rutishauser of the Max Planck Institute in Frankfurt, Germany, November, 2011.

Co-organized auction session for Triennial Choice Conference (with Dipankar Chakravarti and

Atanu Sinha), sponsored by University of California at Berkeley, June 2001 in Pacific Grove, CA.

Organized sessions for Marketing Track at 1998 INFORMS Conference, Seattle

Judge for Marketing Case Competition, Simon School of Business, University of Rochester  
1996, 1997

Academic Co-coordinator for New York Marketing Modeler's Group, 1993-97

### **Service to New York University and the Stern School**

#### *University Level Service*

NYU Undergraduate Academic Affairs Committee – Fall 2016 - present  
NYU Undergraduate Program Committee – Fall 2014 - present  
Stern Liaison to University Committee for Activities Involving Human Subjects – Fall 2006 – present  
Stern Undergraduate College Dean Search Committee – 2010-11

#### *Stern School Service*

Stern Academic Programs and Teaching Review Committee Fall 2016 - present  
Stern Working Group on Research Centers II – 2015 – 2016  
Stern Review Committee for the International Study Project – 2014-16  
Stern Review Committee for Business and Political Economy program, Fall 2014 - present  
Stern International Study Project Committee, Fall 2013 – Fall 2016  
Stern Undergraduate Curriculum Committee, Fall 2013 - present  
Stern Working Group on Research Centers I – 2010-11  
Stern Undergraduate Core Curriculum Review Committee, Fall 2009 – Fall 2010  
Stern Academic Integrity Task Force, Spring 2009 – Fall 2010  
Stern Dean's Faculty Advisory Committee, Fall 2007 – Spring 2010  
Stern Undergraduate Core Course Committee, Fall 2006 – Spring, 2012  
Stern Faculty Advisory Committee for the Center for Innovation in Teaching and Learning (Co-Chair with Anand Padmanabhan), Spring 2008 – Spring 2012  
Stern Undergraduate Grading Guidelines Taskforce, Spring 2007  
Stern Faculty Council, Fall 2006 – Spring 2009  
Stern Graduate Core Course Committee, Fall 2004 – Spring 2006  
Committee for Undergraduate Organizational Communications Course, 2005-06  
Committee to Oversee Move of Marketing Department to New Office Space, Fall 2004 - 2006  
Stern Teaching Resources Committee, 2002 - 2005  
Stern Teaching Effectiveness Committee 1995-96, 1997-2000

Committee for Multidisciplinary Exercise in Teambuilding, 1998-99 - Coordinator in charge of entire MET project, focusing on *Barnes & Noble*. As coordinator, I had responsibility for all aspects of the case and the course. I also helped write the *Barnes & Noble* case and created the course syllabus and many materials for the students' MET classes. The MET involved a large-scale project centered on an integrated case analysis, and was required for all first year students. Students recommended a long-term strategy for a major firm and defended their recommendations before a panel of industry experts and Stern faculty and alumni.

Stern Committee for Multidisciplinary Exercise in Teambuilding, 1997-98, *Southwest Airlines* case.  
Stern Committee for Multidisciplinary Exercise in Teambuilding, 1995-96 - co-wrote case on *Banc One* with Prof. David Backus. My responsibilities included a trip to Columbus, Ohio to meet with Banc One executives, researching and writing case, designing assignments for students, and helping to organize MET class sessions.

Faculty Block Head for an MBA Block, Spring 1994 and 1995  
Stern Library Committee 1993-1995  
Stern Academic Discipline Committee 1989-92

#### *Marketing Department Service*

Marketing Department Faculty Recruiting Co-coordinator 2007, Coordinator 2004-05, Co-coordinator 1997-98, Coordinator 1995-96,  
Marketing Department Entry Level Recruiting Committee 2002-3  
Marketing Department Untenured Faculty Evaluations 2001- Present  
Undergraduate Core Marketing Course Coordinator - Fall 2006 - present  
MBA Core Marketing Course Coordinator - 1996-99 and Fall 2001- Spring 2003, Fall 2004-Spring 2006  
Marketing Faculty Committee for Design of Graduate Core Course 1991-2003  
Marketing Department Doctoral Committee, 1995-2001  
Coordinator for P&G Faculty Research Funding Committee 1989-99

#### **Professional memberships:**

Association for Consumer Research  
Institute for Operations Research and the Management Sciences (INFORMS)  
Society for Consumer Psychology

#### **Media and Press Coverage:** - Quoted in the following articles and interviews:

"Maker's Mark Gets Watered Down," by Eli Epstein, *MSN News*, Feb. 11, 2013.

"The Oreo Turns 100," by Angelina Chavez, WFUV Public Radio 90.7, March 6, 2012.

"Deitch to Head L.A. Museum of Contemporary Art," by Candace Jackson, *The Wall Street Journal*, January 12, 2010.

"Do Love Elixirs Make Scents?," by Jason Fink, *AM New York*, July 21, 2009, pg. 3.

Interviewed by zdf, the largest German public television channel, for my comments on the impact of the recession on American consumers, broadcast (with German over-translation) on the television magazine "Morgenmagazin," Dec. 29, 2008, also broadcast in Austria, Switzerland, France, Spain, Denmark, and Poland.

"The Man With 800 Warhols," by Kelly Crow, *The Wall Street Journal*, Jan. 4, 2008, pg. W1.

"Online Auctions May Be Affected by Bid Rigging" radio report by Amy Scott for Marketplace, a nationally broadcast public radio daily magazine of business and economics, Nov. 8, 2004.

"Business; The Rising Value Of Play Money," by Amy Wu, *The New York Times*, Sunday, Feb. 1, 2004, Section 3, pg. 5. This article also appeared in the Canadian daily newspaper *The National Post*.

Live radio interview on holiday tipping by talk show host Michael Smerconish of WPHT, Philadelphia, Dec. 23, 2003.

"Time to Render Unto Doormen" [article on holiday tipping], by Warren St. John, *The New York Times*, Sunday, December 21, 2003, Section 9, pg. 1.

"The Bidding Game: A Special Report; In Online Auction World, Hoaxes Aren't Easy to See," by Judith H. Dobrzynski, *The New York Times*, June 2, 2000, pg. A1.

## **Public Service Activities to address School Overcrowding Problems in Downtown Manhattan Public Schools**

Since March, 2008 I have worked on behalf of children and families in Manhattan to combat school overcrowding in New York City public elementary schools and get more schools built, especially in Downtown Manhattan and in the rest of School District 2, which includes the area around NYU. Many people are active in this effort, and the results we have achieved are due to the collective energies and hard work of many, many parents, community leaders, and elected officials. These activities are a very public example of an NYU faculty member, one of many, who is active in community service and willing to use his expertise, and devote considerable time and energy, to improving life for New Yorkers – in my case, New York City schoolchildren.

The work I am involved in has been successful. In 2010 the NYC Dept. of Education agreed to fund an additional elementary school in Lower Manhattan, The Peck Slip School. Initially the DOE allocated funds for 476 seats, but as we made it clear that even more seats were needed, funding increased to 656 seats, and then later to 712 seats, a total commitment exceeding \$50 million. The new school first opened in temporary space in the Dept. of Education headquarters at Tweed Courthouse, next to City Hall, and moved to its permanent home in Fall of 2015.

In June, 2013 the DOE also agreed to fund an additional 456 elementary seats to Downtown Manhattan, bringing the total to 1,188 seats. It took over two years to find a site for this school, which was finally announced in January, 2016. However, it will take about five years to design and plan the residential tower that the new school will be in, so we still need to find space for this new school to use until its permanent home opens. Furthermore, another new school, with at least 600 seats, is still needed, as Lower Manhattan continues to grow much more rapidly than any other neighborhood in the city, and over 5000 new apartments have entered the pipeline since the time the previous school was funded.

My work has also received considerable press attention, although press coverage is not always a sign of progress – at times it is important to work quietly behind the scenes. So far, I have been quoted, or my work cited, in approximately 184 press articles and TV news segments between March, 2008 and the present, including three invited op-ed pieces.

My work in this area has involved the following:

1) Since Spring, 2008 I have served as a very active member of the Task Force on School Overcrowding in Lower Manhattan, originally formed by then Assembly Speaker Sheldon Silver and now co-chaired by Manhattan Borough President Gale Brewer, State Senator Daniel Squadron, State Assembly Members Deborah Glick and Yuh-Line Niou, and New York City Council Member Margaret Chin. The task force is composed of parents, community leaders, and elected local and state officials. Four Chancellors of the Department of Education – Joel Klein, Cathie Black, Dennis Walcott, and the current chancellor, Carmen Fariña, have also attended meetings as guests.

I have developed many enrollment forecasts for use by the Task Force to identify overcrowding threats and help make the case for more new schools and the need for additional interim classroom space until those new schools are built. I have made several formal presentations to the Task Force in connection with these forecasts. As a result of one of these presentations, then Chancellor Cathie Black invited me to meet with senior Dept. of Education officials to present my enrollment forecasts.

2) From December, 2009 to June, 2011, I served on the Community Education Council for New York City School District 2, a very large district which runs from the southern tip of Manhattan up to 99th Street on the east side and to 59th Street on the West Side. Community Education Councils create a vital channel for parents to have a say in educational policy in New York City, and these Councils, by New York State law, also have the final legal say in matters of school zoning. In December, 2009, Manhattan Borough

President Scott Stringer appointed me to the Community Education Council for New York City School District 2 (CECD2). In 2009-2010 I served as a member of the Council's Zoning Committee, and in 2010-11 I served as Zoning Committee co-chair. During that time the Council acted on school rezoning in Downtown Manhattan and the Upper East Side. I helped the Council with analysis of enrollment, birth, new construction, and census data, to project enrollments in proposed school zones and assess the need for new schools. As a result of my analysis changes were made to those zones. In June, 2011 I asked not to be appointed to be another term, because of the time commitment it required, but agreed to continue serving, as a non-voting Parent Member of the Zoning committee, and helped extensively with data analysis in the further rezonings of the Upper East Side and Downtown Manhattan in the Fall of 2011.

3) From March, 2008 until June, 2012 I served as chair, and then co-chair, of the PTA Overcrowding Committee at PS234, which is the public school my children attended until their graduation in June, 2012. In this capacity I have worked with parents from that school, and throughout Downtown, to educate the Downtown community about the threat of overcrowding and obtain more school seats. I have made numerous presentations to parents and community officials regarding overcrowding, and help organize post card campaigns and a rally at City Hall, which have received extensive press coverage. All of this work, in which many parents have participated, has been effective in mobilizing the PS234 community, and families from other Downtown schools, to help demand more schools for this neighborhood, which has more than doubled in population since Sept. 11, 2001.

4) I have also worked with staff at Community Board 1 in Lower Manhattan, Community Board 2 in Greenwich Village, and Community Board 8 on the Upper East Side, to help forecast school enrollments and the need for more public schools in those communities. In this capacity I have also supervised Planning Fellows, who are Master's students from planning programs at NYU and Columbia, in this analysis, using advanced computer mapping combined with enrollment, birth, census, and construction data.

Although we have made much progress – two new elementary schools with a total of 1168 K-5 seats, plus pre-K seats, and eight classrooms of interim space in two locations - Downtown Manhattan still needs more schools. Other neighborhoods, including those near NYU, also still face a shortage of school seats. Thus, much work remains to be done.

5) In early 2014, NYC Schools Chancellor Carmen Fariña and Deputy Mayor for Strategic Policy Initiatives Richard Buery requested that I join two working groups of New York City education leaders and parents being formed by Mayor de Blasio's administration – the School Space Working Group and the Blue Book Working Group. Each group had approximately 25 members. I am one of only three New Yorkers to be asked to serve on both groups.

The School Space Working Group was asked to examine NYC Dept. of Education policies for managing space in public schools, especially "colocations," where two or more schools share space in the same building, and recommend how DOE policy could be changed to make colocations more successful and less fractious, to give improve support to educators and students at collocating schools, and to improve the process of obtaining community input regarding proposed colocations. The group met frequently in City Hall, and presented a report to the Chancellor and the Mayor.

The Blue Book Working Group, formed was asked to recommend improvements in DOE policies for determining school's capacity, the space required for schools' educational needs, and the capacity utilization of each New York City public school. The group is named after the "Blue Book," an annual DOE report on school capacity and utilization. Some of the changes the group recommended have already been implement, such as no longer counting temporary, trailer-based, classrooms in schools' capacity, and changing the annual space survey that principals complete to let them indicate when space such as classrooms, science and art rooms, and libraries has been diverted from its intended use, usually to alleviate overcrowding. The group has presented some of its recommendations to the Mayor and the Chancellor and continues to meet to address additional issues, especially regarding class size.

6) In 2014 my work on improving enrollment forecasts in NY City public schools also helped result in a new law which mandates that the NY City Dept. of Education must use more useful data, at a more local level, to forecast public school enrollments and plan for new schools. This law will have a major impact on how the NYC Dept. of Education plans for new school construction, and affects a DOE school construction capital plan that, in its most recent version, is \$13.5 billion, and also involves billions of dollars in matching NY State funds.

In particular, the new law, introduced by State Senator Daniel Squadron and (then) Assembly Speaker Sheldon Silver, requires that, when the Dept. of Ed. creates or amends its five-year capital plan for school construction, it must use additional sources of data, such as birth and building permit data to improve these forecasts, which are often too low. Furthermore, it must use more local data for factors contributing to school enrollments, gathered at the neighborhood, "community board" level, compared to the data it had previously been using, which was at a much more aggregate level, such as entire boroughs, leading to inaccurate forecasts.

For years I have advocated that the DOE enrollment forecasts needed these reforms. When Senator Squadron introduced the legislation on the floor of the NY State Senate, he mentioned me a couple of times as someone whose enrollment forecasts had proved much more accurate than the Dept. of Education's. In a speech in Downtown Manhattan, Senator Squadron noted "The truth is Eric Greenleaf, who is a Community Board 1 resident has repeatedly done a better job of knowing what the school population of Lower Manhattan is going to be than the schools have..."

Presentations and Press Coverage:

*Presentations:*

"Downtown's Growing School Age Population," a presentation on forecasts I developed of the number of elementary school seats needed in Downtown Manhattan, presented at:

Task Force on School Overcrowding in Downtown Manhattan, May 22, 2008

Manhattan Borough President Scott Stringer's School Overcrowding Task Force, May 29, 2008

Meeting on School Overcrowding sponsored by PTAs of PS89 and PS234, June 12, 2008

"The Need for A New Elementary School(s) for Downtown Manhattan," presented to New York State Assembly Speaker Sheldon Silver's Task Force on School Overcrowding, January 15, 2009.

"Why Downtown's Kids Need to Keep Tweed," Presented to New York State Assembly Speaker Sheldon Silver's Task Force on School Overcrowding, Nov. 23, 2010

"The School Overcrowding Crisis in Downtown Manhattan," presented to parents of Downtown elementary schools and local elected officials, Dec. 17, 2010.

"Enrollment Forecasts for Upper East Side Elementary School Zones and the Need for Additional Elementary Schools on the Upper East Side," presented to the Community Education Council for Manhattan School District 2 and the Upper East Side community, Dec. 22, 2010.

"Forecasting Elementary School Enrollments in Downtown Manhattan: The Urgent Need for Interim Space and More Schools," presented to senior staff at the New York City Department of Education, at the invitation of Chancellor Cathie Black, March 2, 2011.



"The Urgent Need for More School Seats in Downtown Manhattan," informational meeting for Downtown Manhattan parents, presented to PS234 PTA Overcrowding Committee, March 8, 2011.

An Update on School Overcrowding in Downtown Manhattan: Present and Future," presented at an informational meeting for Downtown Parents sponsored by the PS234 PTA Overcrowding Committee, with Yume Kitase and Heather Anderson, staff member and Planning Fellow at Community Board 1, June 2, 2011.

"Data Analysis for School Zoning and Enrollment Forecasting," presented to Community Education Council for District 2, with Yume Kitase, staff member of Community Board 1, July 27, 2011.

"An Update on School Overcrowding and Zoning in Downtown Manhattan," informational meeting for Lower Manhattan parents, presented to PS234 PTA Overcrowding Committee, Nov. 7, 2011.

"Forecasting Downtown Manhattan's School Enrollments: Challenges and Opportunities," presented to CB1 Youth and Education Committee and Lorraine Grillo, President of New York City School Construction Authority, November 7, 2011.

"Forecasting School Enrollments: A Primer for Community Boards," presented to members of New York School District 2 Community Boards and staff at Manhattan Borough President Scott Stringers', Nov. 14, 2011.

At invitation of Manhattan Borough President Scott Stringer, spoke at press conference he organized on January 13, 2012, to urge Mayor Bloomberg to consider how city-owned buildings that the Mayor wants to sell can instead be used for community purposes, including schools.

"Update on School Overcrowding in Downtown Manhattan," presented to Manhattan Community Board 1 Youth and Education Committee, October 9, 2012.

Testified in hearings held by Council of the City of New York, Subcommittee on Planning, Disposition and Concessions, November 13, 2012.

#### *Press Coverage:*

I have also been quoted or mentioned in the following media coverage. Please, however, also see media coverage of the entire effort to relieve overcrowding in School District 2 in Manhattan, since many, many parents and elected officials have contributed to this effort:

"84% Jump in New Students at P.S. 89; P.S. 234 Swells," by Julie Shapiro, *Downtown Express*, April 25 – May 1, 2008.

"New York's Coveted Public Schools Face Pupil Jam," by Elissa Gootman, *The New York Times*, May 9, 2008.

"Overstuffed Schools May Get Busted," by S. Jhoanna Robledo, *New York Magazine*, May 25, 2008.

"Crowding Fears Hit A Fever Pitch," by Carl Glassman, *Tribeca Trib*, June 1, 2008.

"City Mulls Bouncing I.S. 89 to Make More School Room," by Julie Shapiro, *Downtown Express*, May 30 – June 5, 2008.

"City Removes P.S. 89's Overcrowding Banner Before Rally," Julie Shapiro, *Downtown Express*, July 4 – 10, 2008.

“Seaport Puts School Study Money where Its Mouth Is,” by Julie Shapiro, *Downtown Express*, August 8 – 14, 2008

“From War Protests — Vietnam, to the School Overcrowding Battle” by Julie Shapiro, *Downtown Express*, Sept. 5 – 11, 2008. (This article is a profile of my involvement in the effort to fight school overcrowding.)

“Squadron Beats Connor while Silver Holds Seat,” by Josh Rogers, Julie Shapiro and Sisi Wei, *Downtown Express*, Sept. 12 – 18, 2008.

“New York City Schools Suffer Massive Overcrowding, Statistics Show,” by Meredith Kolodner, *New York Daily News*, October 2, 2008.

“For Downtown Primary Schools, Ever Less Wiggle Room,” by Gregory Beyer, *The New York Times*, October 3, 2008.

“A Moving Target,” by Joetta Sack-Min, *American School Board Journal*, Oct. 2008, p. 20-23.

“Manhattan Parents Worry About School Overcrowding,” by Rebecca Spitz, interview on *New York One Television*, Nov. 10, 2008.

“Downtowners May be Sent to Chancellor’s Office for School Space,” by Julie Shapiro, *Downtown Express*, Nov. 14 – 20, 2008.

“2 Schools Aren’t Enough to Match Downtown’s Growth,” by Julie Menin (chair of Manhattan Community Board 1), *Downtown Express*, Nov. 21 – 27, 2008.

“Principals Begin Sprucing up New School Plans,” by Julie Shapiro, *Downtown Express*, January 23 - 29, 2009.

“More Seats Needed,” by Eric A. Greenleaf, letter to the Editor, *Downtown Express*, May 22-28, 2009.

“Five-Year-Olds at the Gate: Why Are Manhattan's Elementary Schools Turning Away Kindergartners?,” by Jeff Coplton, *New York Magazine*, May 24, 2009.

“Dept. of Ed. Ready to Rezone Lower Manhattan Elementary Schools,” by Matt Dunning, *Tribeca Trib*, July 29, 2009.

“Where Will They Go? City Considers 2 Ideas for Downtown School Zones” by Julie Shapiro, *Downtown Express*, July 31 – Aug. 6, 2009.

“School Rezoning Talks to Begin in September,” by Matt Dunning, *Tribeca Trib*, August 31, 2009.

“Four School Zones are Better than One,” by Eric A. Greenleaf, *Downtown Express*, Sept. 11-17, 2009.

“They’re open! Spruce & 276 begin with 1st day fears and smiles,” by Julie Shapiro, *Downtown Express*, Sept. 11 – 17, 2009.

[http://www.downtownexpress.com/de\\_333/theyreopen.html](http://www.downtownexpress.com/de_333/theyreopen.html)

“Parents like 4 school zones, and city seems to agree,” by Julie Shapiro, *Downtown Express*, Sept. 18 – 24, 2009.

[http://www.downtownexpress.com/de\\_334/parents.html](http://www.downtownexpress.com/de_334/parents.html)

“Downtown School Zoning Delayed,” by Carl Glassman, *Tribeca Trib*, Oct. 15, 2009.

[http://www.tribecatrib.com/news/2009/october/383\\_downtown-school-zoning-delayed.html](http://www.tribecatrib.com/news/2009/october/383_downtown-school-zoning-delayed.html)

“Only some school issues are for parents, mayor says,” by Julie Shapiro, *Downtown Express*, Oct. 16 – 22, 2009.

[http://www.downtownexpress.com/de\\_338/onlysomeschools.html](http://www.downtownexpress.com/de_338/onlysomeschools.html)

“Kindergarten lottery may return Downtown this year,” by Julie Shapiro, *Downtown Express*, Oct. 23 – 29, 2009.

[http://www.downtownexpress.com/de\\_339/kindergarten.html](http://www.downtownexpress.com/de_339/kindergarten.html)

“Crowding Adds Uncertainty to School Landscape,” by Carl Glassman, *Tribeca Trib*, Dec. 1, 2009.

[http://www.tribecatrib.com/news/2009/december/425\\_parents-speak-out-onzoning-options-for-downtown-schools.html#crowding](http://www.tribecatrib.com/news/2009/december/425_parents-speak-out-onzoning-options-for-downtown-schools.html#crowding)

“Pick One: Two School Zoning Proposals for Lower Manhattan,” by Carl Glassman and Faith Paris, *Tribeca Trib*, Dec. 6, 2009.

[http://www.tribecatrib.com/news/1999/november/412\\_school-zoning-options-proposed-for-downtown-kindergartners.html](http://www.tribecatrib.com/news/1999/november/412_school-zoning-options-proposed-for-downtown-kindergartners.html)

“Yet Another School Zoning Plan for Downtown: Is This the One?,” by Faith Paris & Carl Glassman, *Tribeca Trib*, Dec. 17, 2009.

[http://www.tribecatrib.com/news/2009/december/445\\_another-zoning-plan-for-downtown-schools-is-this-it.html](http://www.tribecatrib.com/news/2009/december/445_another-zoning-plan-for-downtown-schools-is-this-it.html)

“School panel member floats new option,” by Julie Shapiro, *Downtown Express*, Dec. 18-24, 2009.

[http://www.downtownexpress.com/de\\_347/schoolpanel.html](http://www.downtownexpress.com/de_347/schoolpanel.html)

“With Decision Looming, School Panel Deliberates on Zoning,” by Carl Glassman and Faith Paris, *Tribeca Trib*, Jan. 7, 2010.

[http://www.tribecatrib.com/news/2010/january/470\\_panel-deliberates-on-school-zoning.html](http://www.tribecatrib.com/news/2010/january/470_panel-deliberates-on-school-zoning.html)

“Tribeca's civil war over PS 234,” by Julia Vitullo-Martin, *New York Post*, Jan. 13, 2010.

[http://www.nypost.com/f/print/news/opinion/opedcolumnists/tribeca\\_civil\\_war\\_over\\_ps\\_H4xVlhCjc7FYkwQicOI3hI](http://www.nypost.com/f/print/news/opinion/opedcolumnists/tribeca_civil_war_over_ps_H4xVlhCjc7FYkwQicOI3hI)

“Panel Vote Fails to Settle Zoning Question for Downtown Schools Share,” by Carl Glassman and Faith Paris, *Tribeca Trib*, Jan. 13, 2010.

[http://www.tribecatrib.com/news/2010/january/475\\_school-panel-votes-but-fails-to-settle-on-downtown-zoning-plan.html](http://www.tribecatrib.com/news/2010/january/475_school-panel-votes-but-fails-to-settle-on-downtown-zoning-plan.html)

“Late night school meeting ends in no decision,” by Julie Shapiro, *Downtown Express*, Jan. 15 – 21, 2010.

[http://www.downtownexpress.com/de\\_351/latenight.html](http://www.downtownexpress.com/de_351/latenight.html)

“Spruce middle is still a go,” by Julie Shapiro, *Downtown Express*, Jan. 22 – 28, 2010.

[http://www.downtownexpress.com/de\\_352/sprucemiddle.html](http://www.downtownexpress.com/de_352/sprucemiddle.html)

“School zoning: CEC decides on Option Two; Zones will be temporary while CEC awaits data for permanent zoning designations,” by Matthew Fenton, *The Battery Park Broadsheet Daily*, Jan. 28, 2010.

[http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/1/28\\_ThursdayJanuary\\_28,\\_2010.html](http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/1/28_ThursdayJanuary_28,_2010.html)

“Downtown school math doesn't add up: Not enough school seats for Downtown children and no new schools being planned,” by Matthew Fenton, *The Battery Park Broadsheet Daily*, Feb. 1, 2010.

[http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/2/1\\_MondayFebruary\\_1,\\_2010.html](http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/2/1_MondayFebruary_1,_2010.html)

“Panel Chooses Zoning 'Option 2' for Downtown Schools,” by Carl Glassman and Faith Paris, *Tribeca Trib*, Feb. 8, 2010

[http://www.tribecatrib.com/news/2010/february/493\\_panel-endorses-zoning-planfor-lower-manhattan-schools.html](http://www.tribecatrib.com/news/2010/february/493_panel-endorses-zoning-planfor-lower-manhattan-schools.html)

“P.S. 234 still crowded after all these zoning fights,” by Julie Shapiro, *Downtown Express*, Feb. 19 – 25, 2010.

[http://www.downtownexpress.com/de\\_356/ps234.html](http://www.downtownexpress.com/de_356/ps234.html)

“Downtown birth rates suggest new school will be needed,” by Julie Shapiro, *Downtown Express*, Feb. 19 – 25, 2010.

[http://www.downtownexpress.com/de\\_356/downtownbirthrate.html](http://www.downtownexpress.com/de_356/downtownbirthrate.html)

“Kindergarten crunch: Popular schools run out of seats and parents are furious,” by Meredith Kolodner, *New York Daily News*, March 3, 2010.

[http://www.nydailynews.com/ny\\_local/education/2010/03/04/2010-03-04\\_kindergarten\\_crunch\\_popular\\_schools\\_run\\_out\\_of\\_seats\\_and\\_parents\\_are\\_furious.html#ixzz1BiuSGq6L](http://www.nydailynews.com/ny_local/education/2010/03/04/2010-03-04_kindergarten_crunch_popular_schools_run_out_of_seats_and_parents_are_furious.html#ixzz1BiuSGq6L)

“A new bill would make kindergarten enrollment projections public,” by Anna Phillips, *GothamSchools.org*, March 8, 2010.

<http://gothamschools.org/2010/03/08/a-new-bill-would-make-kindergarten-enrollment-projections-public/>

“Parents Face School Crowding Problem That Isn't Going Away,” by Carl Glassman, *Tribeca Trib*, March 10, 2010.

[http://www.tribecatrib.com/news/2010/march/520\\_overcrowding-in-downtown-schools-is-not-going-away.html](http://www.tribecatrib.com/news/2010/march/520_overcrowding-in-downtown-schools-is-not-going-away.html)

“With P.S. 89 swelling, city opens P.S. 276 to Gateway; hopes to add new West Side school,” by Julie Shapiro, *Downtown Express*, March 12 – 18, 2010.

[http://www.downtownexpress.com/de\\_359/withps.html](http://www.downtownexpress.com/de_359/withps.html)

“No resolution yet on Manhattan Youth space for P.S. 234; Worried P.S. 234 parents crowd Community Board 1 meeting hoping for some (good) news,” by Matthew Fenton, *Battery Park City Broadsheet Daily*, March 17, 2010.

[http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/3/17\\_WednesdayMarch\\_17,\\_2010.html](http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/3/17_WednesdayMarch_17,_2010.html)

“Desperate for space, city opens a Gateway to P.S. 276,” by Julie Shapiro, *Downtown Express*, March 19 – 25, 2010.

[http://www.downtownexpress.com/de\\_360/desperate.html](http://www.downtownexpress.com/de_360/desperate.html)

“Another high school coming to 26 Broadway,” by Julie Shapiro, *Downtown Express*, March 19 – 25, 2010.

[http://www.downtownexpress.com/de\\_360/anotherhighschool.html](http://www.downtownexpress.com/de_360/anotherhighschool.html)

“Kindergarten crisis in Lower Manhattan, Not enough seats for the fall 2010 term,” by Matthew Fenton, *Battery Park City Broadsheet Daily*, March 23, 2010.

[http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/3/25\\_TuesdayMarch\\_23,\\_2010.html](http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/3/25_TuesdayMarch_23,_2010.html)

“Kindergarten rejection letters sent out at P.S. 234,” by Julie Shapiro, *Downtown Express*, March 26 – April 1, 2010.

[http://www.downtownexpress.com/de\\_361/kindergarten.html](http://www.downtownexpress.com/de_361/kindergarten.html)

"Kindergarten registration skyrockets, DOE promises new school, as lottery at P.S. 234 and new zoning fail to ease crowding; Silver and CB1 move to act on wait lists," by Matthew Fenton, *Battery Park City Broadsheet Daily*, March 30, 2010.

[http://www.ebroadsheet.com/archive/broadsheet0330\\_10.pdf](http://www.ebroadsheet.com/archive/broadsheet0330_10.pdf)

"CB1 says 'no' to fourth kindergarten class at P.S. 397; Youth & Education Committee affirms need to keep space for Spruce Street middle school," by Matthew Fenton, *Battery Park City Broadsheet Daily*, April 21, 2010.

[http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/4/23\\_WednesdayApril\\_21,2010.html](http://web.me.com/broadsheet/Broadsheet/Home/Entries/2010/4/23_WednesdayApril_21,2010.html)

"CB1 wants Tweed Courthouse to Continue as Incubator School: Boss Tweed's imposing edifice could fill gap until a new, permanent school can be built," by Matthew Fenton, *Battery Park City Broadsheet Daily*, May 4, 2010.

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